Chapter 9. Implementation

To implement the recommended solutions requires a wide range of activities. While the staff from AC Transit, Alameda County, the City of Hayward and local nonprofits would lead most of these activities, the process will benefit from involvement by MTC, the Alameda County CMA, ACTIA and the County Board of Supervisors. This chapter discusses the steps that must be taken to implement the recommended solutions, who needs to perform them, and the sequence in which they need to be done.

For each of the issues identified below, this Plan assumes funding is secured and decisions about oversight and management have already been made.

1. Adjustments to AC Transit Service

The lead agency for the implementation of this solution is AC Transit.

Three separate implementation issues are discussed for AC Transit:

- More frequent bus service
- Extended bus service hours to cover early mornings and evenings
- Door-to-door transit service (i.e. demand-response service)

A. More frequent bus service

Figure 9-1 lists current bus lines that serve the study area, including their frequencies and hours of operation. While some of these routes did not exist when MTC conducted their lifeline transit network analysis, all of the routes that were in place meet at least two of MTC's four criteria to be qualified as a lifeline route (most often "serves CalWORKs clusters" and "serves essential destinations").

Figure 9-1 Frequency of AC Transit Services in the Study Area

Route	Frequency	Start Time	End Time
77	30 minutes weekdays 60 minutes weekends	5:50 AM weekdays 8:30 AM weekends	6:30 PM weekdays 6:50 PM weekends
84 (formerly the 90)	30 minutes weekdays 60 minutes weekends	5:17 AM weekdays 8:00 AM weekends	8:10 PM weekdays 7:00 PM weekends
93	30 minutes weekdays 60 minutes weekends	6:00 AM weekdays 7:20 AM weekends	9:00 PM weekdays 7:00 PM weekends
97	20 minutes weekdays 30 minutes weekends	5:35 AM weekdays 6:50 AM weekends	11:40 PM weekdays 10:15 PM weekends
99	30 minutes weekdays 30 minutes weekends	12:25 AM weekdays 12:50 AM weekends	10:15 PM weekdays 7:10 PM weekdays

Figure 9-2 provides costs for running one additional bus during each hour of operation, using the rate of $91 per service hour.

Figure 9-2 Costs of Increasing Frequency to Preferred Frequency

Route	Preferred Frequency	Marginal cost (annualized)[1]
77	20 minutes weekdays 30 minutes weekends	Weekday: $890,663 Weekend: $298,116
84 (formerly the 90)	20 minutes weekdays 30 minutes weekends	Weekday: $1,246,928 Weekend: $312,312
93	20 minutes weekdays 30 minutes weekends	Weekday: $712,530 Weekend: $217,672
97	15 minutes weekdays 20 minutes weekends	Weekday: $1,068,795 Weekend: $366,730
99	20 minutes weekdays 20 minutes weekends	Weekday: $783,783 Weekend: $255,528

(1) The marginal cost was derived by multiplying the service hours required, the number of weekdays or weekend days in a year, and $91 per service hour. For example, the marginal cost for weekday service on bus line 77 was obtained by multiplying 12.5 service hours, 261 weekdays in a year, and $91 per service hour. All numbers are approximate based on total number of buses required to serve the route and meet the proposed increase in service based on interviews with AC Transit planners.

B. Extended bus service hours to cover early mornings and evenings

Figure 9-3 provides costs for extending service one additional hour earlier in the morning (with the exception of Route 99) and additional hours in the evening so that service ends between 11:00 PM and 12:00 AM on weekdays and around 10:00 PM on weekends, again using the rate of $91 per service hour. To simplify the process for these cost estimates, each line's frequency is maintained throughout the day, with no variation for peak versus off-peak hours.

Figure 9-3 Extending Service Hours of AC Transit Services in the Study Area

Route	Frequency	New Start Time	New End Time	Marginal cost (annualized)[2]
77	30 minutes weekdays 60 minutes weekends	4:50 AM weekdays 7:30 AM weekends	11:30 PM weekdays 9:50 PM weekends	Weekday: $855,036 Weekend:$113,568
84 (formerly the 90)	30 minutes weekdays 60 minutes weekends	4:17 AM weekdays 7:00 AM weekends	11:10 PM weekdays 10:00 PM weekends	Weekday: $665,028 Weekend: $132,496
93	30 minutes weekdays 60 minutes weekends	5:00 AM weekdays 6:20 AM weekends	11:00 PM weekdays 10:00 PM weekends	Weekday: $285,012 Weekend:$75,712
97	20 minutes weekdays 30 minutes weekends	4:35 AM weekdays 5:50 AM weekends	1:40 AM weekdays 12:15 AM weekends	Weekday: $166,257 Weekend: $33,124
99	30 minutes weekdays 30 minutes weekends	24 hour service 12:50 PM weekends	24 hour service 10:10 PM weekdays	Weekday: $142,506 Weekend: $42,588

(2) The marginal cost was derived by multiplying the number of buses needed per hour (frequency), the number of new service hours recommended (three per day per bus line), the number of weekdays or weekend days in a year, and $91 per service hour. For example, the marginal costs for weekday service on bus line 77 was obtained by multiplying six buses per hour, three additional hours of service, 261 weekdays in a year, and $91 per service hour.

C. Door-to-Door Transit Service (i.e. demand-response service)

Door-to-door transit service is essentially a demand-response service for late-night requests, especially ones that occur outside of current bus service hours. The customer would call a dispatcher to receive service, with pick-up points being at the Bayfair and South Hayward BART stations. AC Transit is currently investigating demand-response options, working with Caltrans. The main constraint is getting the right dispatch technology to make this service work. One of the most promising options may develop out of UC Berkeley's PATH technology program which would allow for automated dispatching. AC Transit is looking toward a potential pilot program in Hayward, but special funding for this project has not been secured.

Given current technologies, demand-response service would cost approximately $75 per vehicle service hour including dispatch. This can be annualized to $137,025 for weekday service and $54,600 for weekend service per BART station.[1]

* * *

For more frequent service to be implemented, AC Transit's Service Plan would require modifications. Changing AC Transit service is a multi-stage process that will require the agency to carry out a number of service and operational tasks. It will be necessary to

[1] This service would need to run from about 6:30 PM (when some of the buses stop running) to 1:30 AM (after the last BART train arrives at S. Hayward station), a total of seven hours a day, 261 weekdays per year and 104 weekends per year.

confirm community support of the specific strategies. For example, demand-response service is identified as a preferred solution, but implementing this may require negotiations or a formal bid process for outside contractors. Assuming funding is in place, AC Transit staff is directed to review the components of the preferred service alternatives and make necessary modifications. This modified service plan should then be presented to the public and the AC Transit Board.

AC Transit staff and the Board have been included in the review process of the CBTP. In order to move ahead with a detailed plan to implement the proposed service changes, it will be important for staff to detail specific routes for service/frequency improvements, identify operational needs and address capital considerations. The AC Transit Board will then have to review and approve the service modifications.

The public had an opportunity to review and comment on the scenarios. Nevertheless, when AC Transit eventually approaches implementation, increasing the frequencies and/or service hours for fixed route service, further opportunities for public comment are encouraged.

Once funding and approval of the service increases are assured, AC Transit staff will be responsible for finalizing running times for the development of accurate route schedules, driver assignments and vehicle allocation. Changes to public informational materials will also be required, as well as providing notices to riders on the routes to be changed. The implementation period for extending service hours or increasing frequencies, for example, will depend on the availability of staff and other pressing needs at AC Transit, but the agency has a track record of moving swiftly with service changes. Assuming equipment and staffing needs are met, following approval from the Board, service changes should be able to be finalized within a six-month period, including changes to public information and marketing materials.

2. Bus Shelters

The lead agency for the implementation of this solution is AC Transit.

This solution involves two separate implementation issues:

- Installation of new bus shelters
- Improved maintenance of bus shelters

As noted in Chapter 7, since the program is already in place, it is easy to implement in certain locations. If the location for the new shelter is on a major thoroughfare, the advertising agency needs only to be told where to install a shelter, following the standard protocol (the advertising agency is willing to locate shelters at nearly any location that meet the minimum level of traffic).

However, if the location is in a neighborhood, the main obstacle is justifying its need enough for it to merit funding given competing uses for those funds and that the other locations are free. Based on a review of routes, it is estimated that up to 40 bus shelters would be desirable in the study area.

Through a joint powers agency (JPA) with AC Transit as the lead agency, the City of Hayward and Alameda County are part of an aggressive and successful bus shelter plan and respond to citizen requests to install shelters when they can be accommodated in accordance with ADA standards. These shelters are provided to the Joint Powers Authority (JPA) members at no charge in most instances and the contractor is responsible for their maintenance. Consequently, requests for bus shelters should be directed to the appropriate staffs in the City of Hayward and Alameda County.

3. Transportation information on a Local Television Station

The lead agency would be AC Transit partnering with Hayward, San Leandro, and San Lorenzo AT&T Community Access, Channel 3.

As noted in Chapter 7 (and presented at the community Open Houses in February), an existing 10-minute transit education film entitled "Making Public Transit Work for You" is available for presentation in the study area. The film was produced by the Contra Costa Commute Alternative Network and the Bay Area Air Quality Transportation Fund for Clean Air, who have offered the film to Alameda County. The film could be translated into additional languages and information about the local transit services available in Cherryland, Ashland and South Hayward could be added to the film to provide more local context. A new translation and voiceover could be done relatively quickly (less than four months) and inexpensively by local cable access station staff if community involvement in translation is provided and there is a strong lead agency in place, such as AC Transit to manage community participation (e.g., secure a Farsi translator) and production.

If there is interest in adapting the video to include local transit information appropriate for Central Alameda County, the process could take up to six months and again would require involvement by AC Transit and cable television staff. The flexibility of cable television staff will play a critical role in the speed at which the effort can be implemented. In interviews with cable access station staff, they indicated that they would do a program whenever they have schedule availability, which can vary from season to season.

4. Transportation Information Center in the Community

An agency or organization must come forward to take the lead in this effort. Suggested organizations include the Hayward Area Recreation and Park District, Ashland Community Center, Eden Youth and Family Center, Eden I & R, St. Rose Hospital, or a private business or mall.

The solution here is a drop-in information center and single telephone number to dial for local transportation information. Ideally, the center would be operated by a local nonprofit, such as Eden Information and Referral services, which is well known locally. The center could also come under a governmental agency, an existing community-based service provider or private business. Housing the program in an already existing agency would substantially reduce capital costs and time to implement. Whether the program is part- or full-time, it would likely take six to eight months to set it up within an existing organization.

This solution provides a possible funding source for a local nonprofit. Based on discussions with representatives of nonprofits in the service area, an infusion of funding to support a community-focused activity could be enticing. Alternatively, if operated or overseen by a private business it could encourage transit riders to purchase or utilize the services of the business, which could provide additional marketing exposure within the community.

Even if a local nonprofit or business assumes responsibility for this function, coordination with MTC and oversight by AC Transit and/or BART would be critical to ensure information is always accurate and up-to-date. For example, a protocol will have to be established to ensure information about service changes or new programs is immediately presented to the public via the information center. It should be noted that ACTIA is currently looking to staff a public information telephone number about paratransit services in Alameda County, so some piggybacking could also be done to reduce costs for the two separate programs.

Assuming staff is in place, a facility is secured and all needed equipment is available, such a program could effectively be established within a six-month period (housing the program in an already existing agency would substantially reduce capital costs and time to implement.) This would include time for staff training, determining how language interpretation is addressed, community presentations and marketing for the new information center

5. Comprehensive Information about AC Transit at Bus Stops and on Buses

The lead agency for the implementation of this solution is AC Transit.

It is important to maximize the casual marketing value of information services such as signage. Information sources should always present the necessary information as clearly and concisely as possible. Informative bus stops provide an invaluable ongoing marketing function. Comprehensive bus information shows people who are not familiar with AC Transit that it exists and might be available to them. It also reassures riders that they are at the correct location. Information signs at AC Transit bus stops and shelters signs should be clear, and should include the system name and logo.

According to AC Transit, they would need to add new information locations to the current system for distributing printed information. Adding signage and materials that AC Transit already stocks would be relatively easy to install and distribute and could be completed throughout the study area within three to four months. Keeping this information updated would need to be included and funded as part of an internal maintenance and public information task list. AC Transit staff would be responsible for adding this responsibility and maintaining this task list.

Distributing existing stocks of take-away brochures on the buses would require the installation of brochure holders, and frequent re-stocking of information. New information display cases at bus stops would be more complicated to implement initially. It would involve determining appropriate locations for the cases, installing them, and placing the appropriate information in the information cases. Responsibility for this would rest with both AC Transit staff and the advertising firm that is responsible for the shelter program.

Depending on what is currently available, new informational materials may or may not need to be developed. If existing stocks can be used at bus stops in the study area, an initial program of improved information could be implemented within a six-month period. It is recommended that AC Transit staff consult with staff from the recommended transportation information center, who may be able to play a role in the upkeep and management of community public transit information at AC Transit bus stops.

6. Multilingual Translation of Transit Schedule, Signs and Other Information

An agency or organization must come forward to take the lead in this effort. Suggested organizations include AC Transit, BART, Eden Information and Referral (I & R), Alameda County, the City of Hayward, or a local nonprofit organization.

Implementation requirements will vary based on the type of materials provided through the program. The cost of translation will vary depending on the word count and technical complexity of the content to be translated.[2] In any case, implementation time should be short (one to four months) to translate informational materials. The preparation of final materials for distribution may require four to six months lead time depending on the format.

The lead agency or organization, working with staff from the various transportation programs and transit services in the community, would be responsible for identifying informational materials that should be translated, as well as public outreach where translation is appropriate. To boost community participation in this process, local residents and nonprofit organizations can be used to do the translations. With organizations such as a Farsi-speaking group in South Hayward, Hispanos de Ashland, and social service agencies who work with an array of new immigrant groups, local talent can be tapped to provide culturally appropriate translations for their community.

7. Sidewalks

The lead agency should be the Alameda County Public Works Agency and Redevelopment Agency.

The implementation of sidewalks in the Cherryland area has been an issue for many years. Supervisor Nate Miley's office and United Seniors of Oakland and Alameda County, as well as Alameda County Redevelopment Agency have been involved in the process. One of the greatest constraints to moving forward with this solution has been limited funding. Sidewalks are expensive ($500,000 per block) and require extensive coordination between departments and agencies for street design, walkways, curbs, gutters, etc.

Interdepartmental coordination of funding and implementation can take several years. After that, new sidewalks would take one to two years to implement in Cherryland from design to public comment to construction. Alameda County Public Works Agency has a plan currently in place for the improvements of a few streets in the community and the Redevelopment Agency has secured limited funding for some new sidewalks in the

[2] Translation could also be done in-house, should the transit operators have employees who are native speakers, or by a local organization with translation skills.

Cherryland area. The public has been included in the process of identifying key sidewalk needs and community meetings have been conducted.

The next steps will be to secure funding for additional sidewalks, based on the needs identified by community members and address the recommended sidewalks identified in existing plans. Assuming new funds can be secured for expansion of the sidewalk program, the Public Works Agency and Redevelopment Agency should continue their program of community meetings, sidewalk design, and implementation. AC Transit should also play a key role in sidewalk installation because the lack of sidewalks limits the agency's ability to provide transit service in the community. Priority streets for AC Transit should be considered as critical locations for sidewalks. As a partner in the installation of sidewalks, AC Transit should carefully consider where bus stops should be located so that a comprehensive program of sidewalks, accessible bus stops, and pads for shelters can be implemented at one time.

When locating bus stops, consideration should be given to safe and feasible bus operations (buses must be able to effectively pull in and out of bus stops), the minimization of walking distances for the majority of passengers (central and close to key travel destinations), pedestrian safety, and the minimization of bus stop interference with the flow of traffic.

8. Better Lighting

The lead agencies for the implementation of this solution are the City of Hayward and the Alameda County Public Works Agency.

One of the first steps for the lead agency will be to work with AC Transit and community residents to identify the most critical locations for lighting. Community members have stressed their concerns are about walking around the community during early morning hours or at night, and also getting to and from bus stops and waiting at bus stops in the dark. Assuming funding is available, it is recommended that a public workshop be held by the lead agency to specify lighting locations.

The lead agencies would be responsible to obtaining approval from the residents who live or own property at or nearby the proposed lighting locations. This effort could take four to six months, depending on the availability of staff and the level of local concern.

Once the installation has received the requisite approvals, installation of new lights can be completed within six months.

9. Improve Bicycle Access

A lead agency may be determined based on the activity undertaken, type of funding used and the interest of the agency/organization in leading the effort. Possible lead agencies for the implementation of this solution are the Alameda County Public Works Agency or Redevelopment Agency, the City of Hayward, or a nonprofit organization.

Three different types of bicycle access improvements are identified in this plan:

- Bicycle racks for public use.
- Bicycle lanes along certain roadways in the study area.
- Low-cost bicycles in combination and bicycle maintenance programs

If Alameda County and the City of Hayward were to identify new bicycle corridors in the study areas, it would require an additional bicycle planning process, which could take one year. The lead agencies would have to take full responsibility for this effort, which would require careful coordination with various other agencies, County and local bicycle plans, and entities including the CMA and ACTIA. Once the appropriate locations for new bicycle lanes have been identified, striping and signage can be installed in a short time (within six months) assuming no roadway redesign is necessary. If roadway redesign is required, the process would likely require environmental review and could take up to three years for implementation, assuming funding is available.

After the appropriate locations for bicycle parking facilities have been established as part of the area-wide network, installation of these facilities is relatively easy. Community involvement is recommended as part of this process to identify specific locations where bicycle racks are preferred and the characteristics of those racks. New racks could be put into place within six months; lockers within six to 12 months. This would have to be overseen by the lead agency, but will require careful coordination with local schools and businesses, and possibly BART.

With a dedicated funding source for the bicycle purchase assistance program, it may take up to four months to identify a program manager, which may be a nonprofit organization, but could be led by a public agency. This program would require careful oversight and administration. Depending on the source of bicycles, it may also require a volunteer and donation system, which would be overseen by the project manager or could be stipulated as part of the program funding package. The project manager would also have to develop a public information plan and oversee its implementation to community members, volunteers, police, schools and public safety organizations. The entire implementation process, assuming funding has been secured, could take as much as 18 months to two years. Such a program would require ongoing evaluation of its efficiency and effectiveness by not only the program manager, but also outside partner organizations.

10. Low-Cost Auto Loans and Carsharing

The lead agency for the implementation of the Auto Loan Program would be Eden Youth and Family Center/SEATAPP or another nonprofit. The lead agency for the carsharing program would be participating employers and/or City CarShare.

SEATAPP's auto loan pilot project could be expanded to include other low-income residents in the project area. An income threshold would need to be established, with pre-screening of applicants by this local nonprofit or another organization. Depending on the funding stipulations, an organization other than SEATAPP would likely need to develop policy requirements and procedures for the program. This could include the Department of Social Services, the Alameda County CMA or another agency.

New loan guarantee funds would need to be established for different program criteria: $60,000 to provide the initial revolving fund for a program writing 20 loans per year. The annual administration of an expanded program assumes additional staff time, and would cost about $30,000 per year. To set up a new program, administrative costs could be as high as $100,000 annually. This program would build on an existing program, so aside from the task of devising and administering new eligibility criteria, it would fit well within the existing program and could be implemented within a short time frame.

Carsharing also has a model program already in place: the City CarShare organization. However, they do not have any "pods" (where the cars are kept when not in use) in the study area. Employers or social service providers would have to come forward and express interest in taking a lead role, which may require significant outreach by the Alameda County CMA. Once an employer or provider determines they want to proceed with this option, they would need to begin negotiations with City CarShare about establishing a pod in the appropriate location. To establish the pod, promote the program, and register participants would take six months to one year (total implementation time is 12 to 18 months).

Conclusion

This chapter has described a significant number of tasks that are required to implement the recommended solutions for the CBTP. These tasks would need to be refined by staff, and additional steps may be necessary depending on the funding source or how the various lead agencies choose to implement the recommendations in this report. The length of time it may take to fully implement the recommendations for each solution may vary depending on capital acquisitions, staffing, participation from local jurisdictions, and funding.